



Office of Human Capital Management

Special Human Resources Studies Process Guide (3.2.1.9)

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Special Human Resources Studies

Introduction

Special Human Resources Studies may be requested from different entities such as Congress, the Office of Management and Budget (OMB), the Government Accountability Office (GAO), or the Office of Personnel Management (OPM), or may be identified by NASA. External requests come directly to OHCM who will identify the objective and purpose of the study or survey, and work with NSSC to develop a plan for completion. NSSC will conduct studies and support development and distribution of surveys. NSSC will also collect data for studies and responses for surveys, and perform the necessary analysis to derive study/survey results.

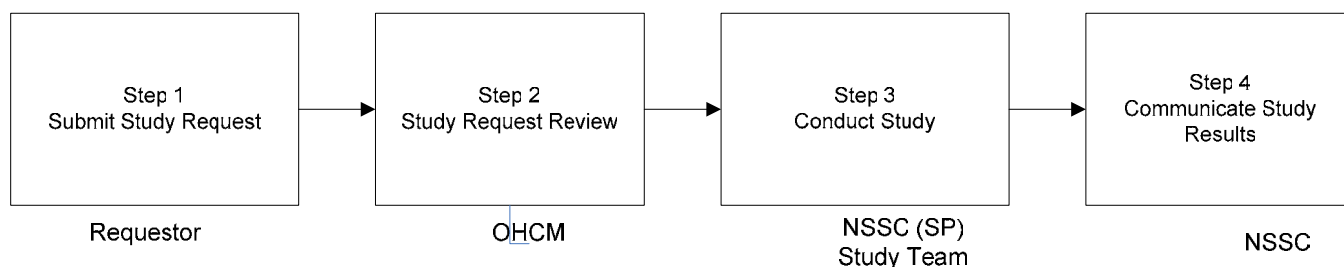
Services Offered

Special Human Resources Studies can take many forms. In simplest terms it can be a request for data based on specific selection criteria and parameters. Special studies can also address very complex human capital issues and require the use of a variety of NASA staff members as well as specialized consultants. In general there are three types of studies most commonly requested: 1. data retrievals, 2. surveys, and 3. analytical studies. In some cases all three types are used to reach a position or recommendation on major human capital initiatives.

Process

A successful study is the result of good project planning and execution. The approach or methodology may vary significantly from study to study dependent of the issues involved, scope and resource requirements/availability. The process described here is not the methodology for conducting the study but rather the process or steps involved in initiating and planning a successful study. This process plays significantly in setting up a successful study. The specific study or project plan will establish the foundation for providing the required results and meeting expectations of the study itself. An overview of the Agency Special HR Studies Process is shown below.

Overview of Selected Special HR Studies Process



| Roles and Responsibilities | Action | Tips |
|--|---|--|
| Step 1 Study Requestor Submit Study Request | An external entity or NASA organization submits a study/survey request to OHCM, or the OHCM identifies a need for a study or survey. Output: Study request memo/letter | OHCM is responsible for managing requests from external organizations |
| Step 2 OHCM Review Study Request | OHCM reviews the request, determines the purpose and expected outcomes, identifies any study/survey constraints, and notifies NSSC of the study/survey. OHCM will work with NSSC in identifying a study team (if needed), which could include NSSC, Agency, and/or Center representatives. Output: Validated study request; study team formed | If the results of step 1 are clearly documented, an advance e-mail to the NSSC will allow them time to review the request, assign a lead, conduct background research, and make a much more informed initial contact with the requestor. |
| Step 3 Study team Develop plan and methodology | Study team will ensure that the purpose, scope and outcomes are clear, including required data analysis and presentation, and assist NSSC in determining a study/survey plan, methodology and timeline. The team will clearly define the audience, if a survey will be used; and recommend benchmarking avenues for NSSC to pursue. NSSC will offer a recommended strategy, and develop the team decisions into a formal plan and timeline for completion. Output: Study methodology and approach | The study team is necessary to ensure the NSSC fully understands the scope and expected outcomes for all surveys and studies. |
| Step 4 NSSC (SP) Conduct Study | If a survey is requested, NSSC will develop the survey instrument and provide the instrument in draft to the study team for review and concurrence. NSSC conducts data collection, including deployment of any survey instruments, collection of survey results, benchmarking and identification of | It is impractical to define a single approach for all studies. The information below outlines some of the NSSC support the study team can initially plan to receive from the |

| Roles and Responsibilities | Action | Tips |
|--|--|--|
| | best practices, as appropriate. NSSC compiles all data, analyzes results, and develops a study report that clearly responds to the study plans and includes a recommended conclusion. A draft report will be submitted to the study team and OHCM for review. Output: draft study report | NSSC. This support plus any additional requests are finalized when the detailed project plan is reviewed and approved. |
| Step 5 OHCM Communicate Study Results | OHCM analyzes results to effect change in HR programs based on objective of the study, and communicates results to interested parties and the requesting entity. Output: Finalized study report and communication of results | Sometime it's best to publish an abstract of a study and refer interested parties to the sponsor for further information. This enables more control of distribution. |

| Initiating Office | Deliverable Item | Receiving Office |
|------------------------------|----------------------------|------------------|
| Study Requestor | Submitted study request | OHCM |
| Study Team (to include NSSC) | Draft study products | OHCM |
| Agency HR Office | Communicated study results | Study Requestor |

Metrics

Unlike more transactional processes, metrics for studies are less defined. Some established metrics that can be used here are:

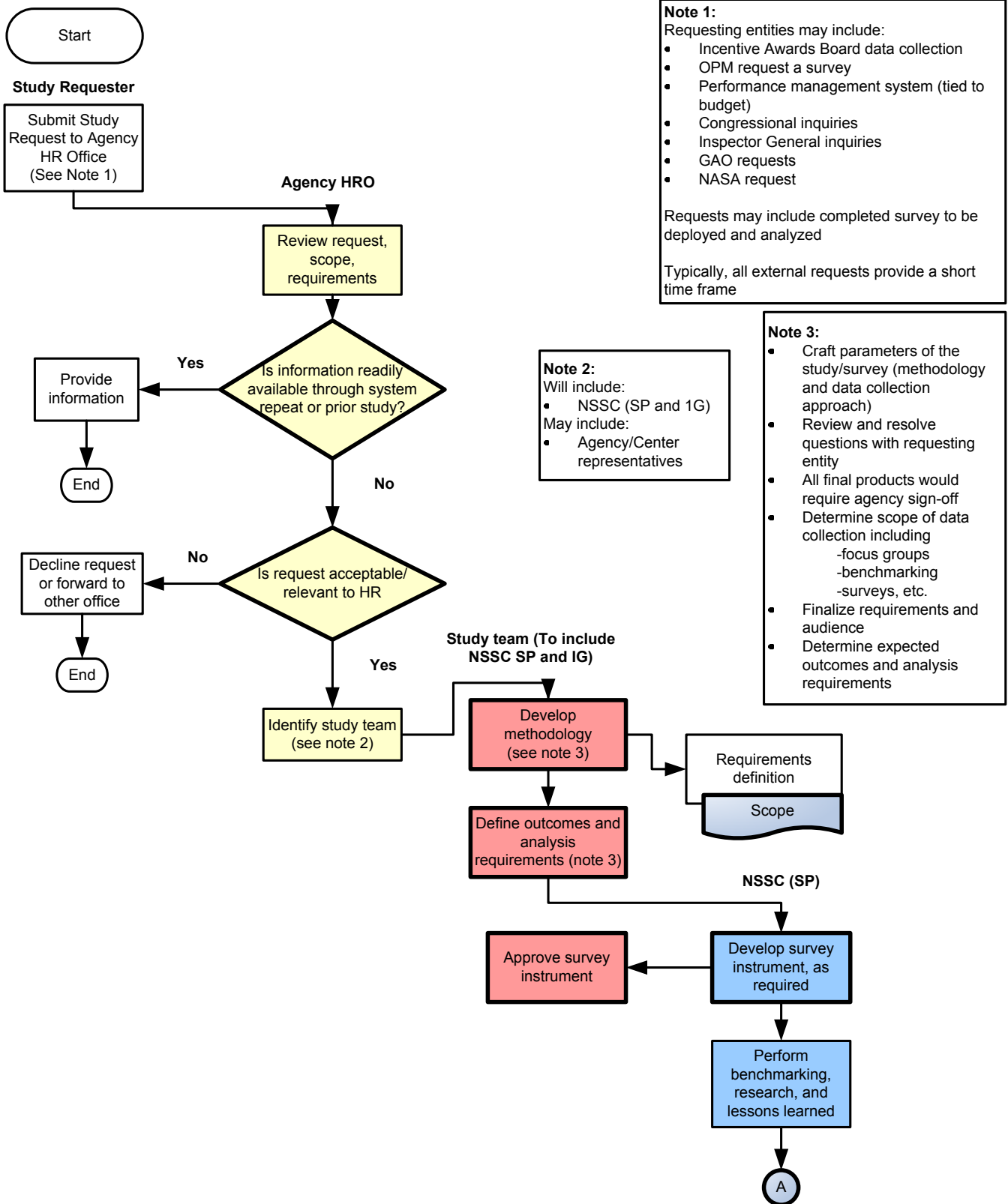
- ◆ Customer expectations—did the study meet the expectation or requirements of the sponsor.
- ◆ Schedule—did the study meet the requirements and milestones of the project schedule.
- ◆ Cost—if special funding was required, was with study completed within the planned budget.
- ◆ Quality—does the study meet acceptable quality standards for accuracy and usability.

Privacy Data

In many HR studies, access to personnel data is requested or required.

Appendix X

Special HR Studies Process



NSSC (SP)

